

University Senate

Proposed: September 24, 2010

Adopted:

MEETING OF APRIL 30, 2010

In President Bollinger's absence, Executive Committee chair Sharyn O'Halloran (Ten., SIPA) called the Senate to order shortly after 1:15 pm in the World Room in the Journalism School. Fifty of 96 senators were present.

Sen. O'Halloran thanked senators for their hard work during the 2009-10 session, which would end with the present meeting. She asked graduating students to stand for a round of applause.

Sen. O'Halloran noted that Howard Jacobson, the regular parliamentarian, was ill, and that Benjamin Brickner, a third-year law student who had chaired the Elections Commission in the current session and had also served as parliamentarian for the Law School Student Senate, had agreed to substitute. She thanked Mr. Brickner.

She said the second absentee was President Bollinger, who had been called away on urgent business to testify for the Federal Communications Commission in Washington. He had apologized for his absence from the present meeting.

Sen. O'Halloran offered a summary of public knowledge on topics President Bollinger might have addressed, such as the state of Columbia's endowment. There are no quarterly reports on the endowment, she said, but information on endowment performance would be available in June, at the end of the fiscal year. She said that in general the endowment was performing very well. She said there seemed to be no change in planned reductions in the payout from the endowment, but there had been no additional downside surprises.

Sen. Monica Quaintance (Stu., CC) asked if there could be any encouragement to the president to attend Senate meetings more regularly in the future.

Sen. O'Halloran said she had encouraged the president, and would continue to do so. She chose to see his absence as a sign of his confidence in the Senate's capacity to manage the university on its own. She believed that on pressing matters before the Senate the president would continue to be an active partner. She said the president's office had urged her to follow up on issues of importance, contacting the president directly.

Another senator asked why the provost (who was also absent) had been less active in Senate business than his predecessor.

Sen. O'Halloran said she would also follow up on this question. She said the president and provost were both active in Executive Committee deliberations, including those at the last

meeting on April 28. She repeated that she would suggest that their presence would be warmly welcomed at the plenary. She added that the Senate should not feel that it was being abandoned.

Update on Executive Committee work. Sen. O'Halloran said the Senate's working group on the fringe benefits had made progress, with a tentative roster that had been circulated among administrators. Sen. O'Halloran said she was waiting for final approval of the roster.

Sen. Valentine Edgar (Stu., GSAS/Hum.), a member of the Commission on the Status of Women, said the Commission was concerned that it would not be represented on the task force.

Sen. O'Halloran said she had already spoken to Commission co-chair Maya Tolstoy. She said the names of the members couldn't be published until they had been circulated among deans and senior administrators. But she said there had been progress, with data already being collected by Jeff Scott, EVP for Student and Administrative Services, Senior Executive Vice President Robert Kasdin, and the provost. There would be more progress over the summer.

Sen. Edgar asked if there would be a member of the Commission on the Status of Women on the fringe benefits task force. Sen. O'Halloran said Prof. Tolstoy would be on the task force.

Minutes and agenda. The Senate adopted the agenda and the minutes of the meeting of April 2.

Senate 40th anniversary event. Sen. O'Halloran noted the April 23 event marking the 40th anniversary of the Senate, which had been organized by the Senate staff. She invited Sen. Frances Pritchett (Ten., Hum.) to comment.

Sen. Pritchett, who had attended the event, said it was an extraordinary occasion, including a film documentary-in-progress during the morning session on the Columbia student rebellion of the last week of April 1968 and a lively panel discussion in the afternoon on the reform effort that led to the founding of the University Senate a year later. Sen. Pritchett said the documentary, by filmmaker Paul Cronin, was brilliant. It would make people who had experienced the 1960s relive that time, and it would give current students an idea of what their parents were doing 40 years ago. She said the footage taken inside the occupied buildings was astonishing. The film also raised the question of how the administration of that period differs from the current administration. She said everyone in the room would enjoy the Cronin film, even though it might be very long by the time it was finally finished. She suggested bringing Mr. Cronin back to show more of it in the near future.

Committee reports.

Alumni Relations. Co-chairs K. Daniel Libby (SEAS) and Gerald Sherwin (CC) presented the report. Sen. Libby said Columbia alumni had indicated clearly in recent surveys that their top priorities were access to academic resources and library and career services—resources far beyond wine-and-cheese mixers, speaking to a lifetime of support from their university.

Sen. Libby said the central issue facing many alumni now was 10 percent structural unemployment, with career changes the norm in today's economy, and alumni were interested in career management tools. He said it was critically important for universities to remain connected to their alumni for many reasons, ranging from fundraising to industry cooperation.

Sen. Libby said the reality is that alumni over time increasingly identify not only with their school, but with the entire university and their fellow alumni. He saw this connection as the basis for significant gains for the university and its alumni alike, and said that of all the possible services identified in the surveys, far and away the most important were alumni career services, which he said were now almost nonexistent. He said significant gains were possible in this area at almost no cost; his committee would have more to say later about possible efficiencies and economies in this effort.

Sen. Libby said alumni career services were the low-hanging fruit for the Alumni Relations Committee in its first year under new leadership. He said career services at Columbia were much maligned, but his committee thought this operation was led by good people, with seriously constrained resources. He said the focus to date had been on students, not alumni, and on career education, not services.

Sen. Libby said job placement had been adequate, in part simply because of the talents of Columbia students, but alumni career services had been almost nonexistent. And so part of the work of the Alumni Relations Committee was to learn what peer institutions were doing. His committee had heard anecdotes of an ad hoc approach at Columbia to sharing opportunities among schools and departments, with many possible job leads going wanting for lack of administrative coordination. This situation was inefficient and inequitable, but could be improved.

Sen. Sherwin said the goal of the Alumni Relations Committee was for the university to serve all Columbia alumni equally, through electronic communications, about what services are available. He said the university had assembled a task force on alumni career services, led by EVP for Development Susan Feagin, with help from Donna McPhee and Jessie Gale. In addition to the involvement of the university's Center for Career Education, which serves seven Columbia schools, the task force had representation from Barnard, Business, Dental Medicine, Nursing, Public Health, Social Work, and Teachers College. Only the College of Physicians and Surgeons (P&S) was not represented at this stage.

At a meeting on April 29 there had been discussion of preliminary benchmarking data, which would be circulated to other interested groups, including the Senate Student Affairs Committee. Other data would be shared similarly, Sen. Sherwin said.

Sen. Sherwin said his goal would be to get new and enhanced centralized online job boards. Another goal would be reduced costs and greater efficiency in joint planning of events. Still another would be greater clarity in the communication of what alumni need to know.

Sen. Sherwin estimated that a preliminary report from the task force would be available in mid-May, and recommendations would be presented by the end of June. The Alumni Relations Committee hoped to present recommendations to the Senate in the fall.

The co-chairs invited questions; there were none. To applause, Sen. O'Halloran thanked the co-chairs for their report.

--*Budget Review.* Committee chair Soulaymane Kachani said he had been able to start this year's annual report on a positive note: What a difference a year makes! At the final plenary a year earlier, he had voiced the committee's frustrations over its exclusion from high-level discussions of the implications of the economic downturn. He was now pleased to report that the committee's concerns had been heard, and its representatives had enjoyed full access to Trustee Finance Committee meetings over the past year, as well as to other major discussions of the university budget. On behalf of the committee, Sen. Kachani thanked the trustees and the senior administration of the university for their trust.

In 2009-10, the committee tried to increase its efficiency by forming several subcommittees: one on the endowment, led by Sen. Sheena Iyengar (Ten., Bus.); another on tuition and financial aid, led by Sen. John Mutter (Ten., A&S/NS); and a third joint subcommittee with the Housing Policy Committee. Sen. Kachani said Budget Review was also actively involved in the new working group on benefits that Sen. O'Halloran had outlined.

Sen. Kachani mentioned two highlights of the annual report. One was that the committee felt very comfortable about the current state of the endowment and the quality of its management team. The subcommittee on endowment was educating itself about best practices and issues related to endowment management, and was also working with Narv Narvekar, president of the Columbia Investment Management Company, to provide him and his team with access to the expertise of Columbia faculty on specific subjects in which he expresses interest.

The other highlight of the report was the committee's joint efforts with the Housing Policy Committee and the leaders of Columbia's rental housing operation, EVP for Facilities Joseph Ienuso and his deputy David Greenberg, to develop strategic recommendations to restrain the rates of rental increases. Sen. Kachani said the committee had gained a detailed understanding of the key financial issues, and would continue to work over the summer and the fall to develop a joint proposal with the administration that he hoped would help maintain faculty housing as a strategic resource for the university. He hoped to report further at the end of the fall.

Sen. Karen Green (Libraries) said housing was a strategic resource in recruitment and retention not only of Columbia faculty, as Sen. Kachani had said, but also of Columbia librarians. Sen. Kachani said that in using the term "faculty" he had meant to include staff. Sen. Green said it would be nice if this point were explicit. Sen. O'Halloran noted Sen. Green's point.

In response to a question from another senator, Sen. Kachani said undergraduate housing was not within the purview of the current joint effort between Budget Review and Housing Policy, but rental housing for graduate students was included.

Education. Co-chair James Applegate (Ten., A&S/NS) said most of the committee's work had involved evaluating two types of educational programs. One was joint master's programs between Columbia and foreign institutions. The committee was seeing a lot of these, and expected to see more. The other was a whole series of master's programs from the Business School, for a previously untapped market that the school believed would be fruitful for it.

The committee's other main business in 2009-10 was the academic calendar. There was no final report on the calendar because the committee's work was not finished. Since the April 2 plenary the Education Committee, jointly with Student Affairs, had prepared a resolution that was now before the Senate, for action later in the meeting, providing for the rescheduling of finals scheduled for December 23, 2010.

Faculty Affairs. Co-chair Robert Pollack (Ten., A&S/NS) offered a brief summary of his committee's work in place of a written report, which was not ready. He said Faculty Affairs hears grievances on matters of whether or not the university's stated rules and traditions have been properly followed at a time of trial for someone of faculty status. The committee was trying to figure out its role in the grievances of research officers, who now have no other recourse in the Senate.

A second concern of Faculty Affairs, Sen. Pollack said, was the impact of the reduced payout from the university endowment on faculty careers. A third involved issues belonging on the agenda of the working group on benefits, particularly the consequences of the new health care legislation and the realities of New York City life on the delivery of medical care and on faculty decisions of whether or not to retire. He said Faculty Affairs had discovered a remarkable opacity in the process by which individual faculty members strike their bargain on retirement, and wanted to bring some light to that process.

Sen. Pollack made two more points. He said Provost Steele, in a meeting with Faculty Affairs, had presented his plans for a standing committee on promotions to tenure instead of an ad hoc structure, starting a remarkably open, generous and interesting conversation. Referring to the question raised earlier, Sen. Pollack said his committee had so far enjoyed a better working relationship with the present provost than with his predecessor.

Sen. Pollack concluded by mentioning the committee's current docket of faculty grievances. He said there were four of these, but would follow the tradition of the committee, and say no more about them.

Sen. O'Halloran underscored Sen. Pollack's point about Provost Steele, saying the provost had played an important role in the work of several committees, and in that role had been available to the Senate.

Housing Policy. Chairman Craig Schwalbe (NT, SW) said the highlight of the year for the committee was a meeting with the provost, in which he reported on his current priorities. The ensuing discussion revealed that the university's housing policies cover only about 50 percent of the eligible faculty. It is not well enough known that many people joining the university will not have access to university housing because of constraints in availability.

Sen. Schwalbe said the provost wants to review current housing policies, and to consider possibilities for creating a more comprehensive set of policies covering not only faculty and staff who are tenants in university-owned housing but also those who choose the private market or other solutions. The provost had said he was too busy for this project this year, but would get to it in the next few years.

Sen. Schwalbe said he had served as chair or co-chair of Housing Policy for the past three years, and was coming to the end of his stint in the Senate. He took the opportunity to thank David Greenberg, Vice President, Finance and Administration, in Facilities, for his work with the committee.

Information Technology. Sen. Julia Hirschberg (Ten., SEAS), the chair, said most of the committee's effort over the course of the year had been focused on possible directions for Columbia in supporting new technologies for information access, especially e-readers. Much of the committee's study of this issue had occurred in February, before the introduction of the iPad, and it was not yet clear what impact this would have, though prices were now rising for this new gadget. The committee had sent its survey on the use of various information technologies for document access to 62,000 people, receiving some 4,000 responses, a rather small fraction.

Nonetheless, Sen. Hirschberg said, the committee had a lot of data, and had just completed a preliminary analysis. She said the committee's first goal was to save paper. It had learned that Columbia used 157 million pages of paper in 2009, an amount it considered excessive. At the same time, it understood that people in the libraries and other parts of the university were actively addressing the problem of e-reader electronic access, particularly the current lack of the kind of content for equipment like the Kindle that might matter to academics.

Sen. Hirschberg referred senators to the committee's preliminary report in their packets. She said that, not surprisingly, administrators, faculty, and graduate and undergraduate students seem to have different expectations and opinions of e-readers. Faculty were the group with the largest percentage of e-reader owners, while undergraduates had the smallest percentage. Sen. Hirschberg hoped the analysis of the data would enable the committee to provide some recommendations not only to the libraries but also to Columbia people involved in negotiations with technology providers and content providers.

The committee's current position was that it would provide the actual data, anonymized, within Columbia, but not outside. She said the committee would be happy to provide it, in its current, much cleaned-up state, to any Columbia people with a legitimate reason to study it.

Sen. Hirschberg mentioned a few other committee positions. The current annual report repeated an earlier recommendation that, budgets permitting, Columbia upgrade not only Courseworks to Sakai, which is generally considered a much better system for managing courses, but also its e-mail servers and systems, which were awful. Sen. Hirschberg said this was her personal opinion, but it was widely shared by knowledgeable people.

Sen. Hirschberg said the committee was also supporting the development of a new Sakai website for the University Senate, with significant assistance from CUIT and members of the Senate staff. She asked Senate manager Tom Mathewson if the new website would be in place by the fall. He said it would. Sen. Hirschberg said the Sakai site would provide much better access to documentation, which the staff could make available in a much more modern way.

Sen. Hirschberg's final point was that the committee had worked to make it possible for scholars who have a distinct professional name, apart from their legal name, to use the professional name in grant applications and other scholarly contexts. Currently Rascal and PeopleSoft, Columbia personnel and research administration software systems, do not permit the use of such names and automatically substitute people's names as Columbia employees. After negotiations with CUIT and others, Sen. Hirschberg said, it should be possible by the end of the summer for people to use professional names without difficulty. Sen. Hirschberg expressed particular satisfaction with this small change, and thanked CUIT for helping to make it possible.

Sen. O'Halloran expressed appreciation for Sen. Hirschberg's work with the IT committee. Sen. O'Halloran had started the IT Committee a few years earlier, and was delighted to see its success under Sen. Hirschberg's leadership. There was applause.

In response to a comment from Sen. Daniel Savin (Research Officers), Sen. Hirschberg said the major categories of respondents in the preliminary findings were administration, faculty, grad and undergrad, but there would be a much fuller set of categories later. She said research officers weren't included, because they had not provided many responses.

Sen. Savin said the number of responses from researchers represented 10 percent of the Senate researcher constituency, a higher response rate than that of the Columbia community at large.

Sen. Hirschberg took the point, and said she would include the researcher response. She said the data had needed a lot of cleaning up, and would receive still more over the summer, with a fuller analysis by fall.

Sen. Samuel Silverstein (Ten., P&S), introducing himself as Dashiell Hammett, asked why the committee wanted to keep its survey data within Columbia. He said the committee had done really interesting research, with implications for all universities, and the more public knowledge there was about people's behavior in accessing information, the more likely it was that both commercialization and infrastructure would meet the consumer's needs. So he suggested that there was an opportunity to produce a substantial professional publication on the current state of knowledge and users' opinions. He saw no downside to giving the data away.

Sen. Hirschberg listed two reasons why the committee decided not to disseminate the data beyond Columbia. One was that the data would be already out of date thanks to the advent of the iPad, and publication would mean an additional time lag. The other was that the committee didn't know whether it had a mandate to disseminate data beyond Columbia, and didn't know what person or group was best suited to make that decision. She herself would be happy to have the data public, she said.

Sen. Silverstein responded that the New England Journal of Medicine was out of date every time it comes out, so that was no reason for embarrassment. He added that in the environment of a research university, members of Sen. Hirschberg's committee should be empowered to release their findings, and if they needed a resolution from the Senate, he invited them to ask for one. He said he would vote yes in such a resolution.

Sen. Hirschberg said she would be happy to disseminate the data if the Senate wanted the committee to do that.

Sen. O'Halloran suggested looking at the findings, to see how they could be used internally. At some point, she said, it might be appropriate to release data at an aggregate level. She suggested considering Columbia's uses and needs first.

Sen. Silverstein said survey results for public policy purposes may not need the precision of other kinds of statistical study, and the exact number of research officers who responded to a particular question may matter less than the rough outlines of their opinions.

Structure and Operations. Sen. Monica Quaintance (Stu., CC), the chair, said the committee's work for the year was outlined in the written report, but she chose to highlight the deliberations on the guidelines for confidentiality of committee work. She said there was valuable input from a wide array of constituencies, including students, faculty, administrators, and staff. The committee used these contributions in developing what it expected to be a streamlined set of guidelines, which would be presented to the Senate in the fall. Sen. O'Halloran thanked Sen. Quaintance for her work.

Student affairs. This report would be given in the fall.

Task Force on Campus Planning. Sen. O'Halloran said the final report of the task force, which had been created in 2003 to monitor the Manhattanville development, had been circulated in draft form. The task force had worked closely with other Senate committees and the administration, and had presented numerous reports to the Senate, as well as to the president and the trustees. A resolution of April 2, adopted by a three-fifths supermajority, merged the task force with Physical Development, a standing Senate committee, to form the Committee on Campus Planning and Physical Development. The report summarized the history of the task force, presented recommendations that emerged from a series of white papers provided by a number of Senate committees, and offered a series of suggestions for an ongoing governance structure for Manhattanville planning. The report was still a draft, partly because Sen

O'Halloran wanted one more round of feedback from committees and the administration on the governance issues, particularly the role of affinity groups, the Senate, and what was shaping up as a presidential and provostial committee overseeing the whole process.

Sen. O'Halloran again thanked everyone who had participated in the production of the report, which she said would help to strengthen the role of the Senate in Manhattanville's next phase.

Sen. Carol Lin (NT, A&S/NS) expressed concern about the availability of electronic classrooms. Sen. O'Halloran said one of the recommendations in the report was that electronic classrooms have to be provided not only in all new academic space but also in any space on the main campus that is vacated by units moving to the new campus and then renovated.

Sen. Pollack said facilities used by the research departments are paid for in part by indirect costs on government grants. As some of his colleagues move from current laboratories into the NW Corner science building, they were concerned about the consequence that their indirect cost recovery (ICR) income would travel with them, creating a gap in the budget of the department they were leaving behind. He asked if the university was covering the real cost of expansion, including the cost of continuing the maintenance of facilities that would no longer be supported by ICR from people's grants.

Sen. O'Halloran said her sense was that the ICR travels, but that an arrangement was usually negotiated with the existing department. She did not know the particulars of the case Sen. Pollack had raised. She said one recommendation of the report was that any physical and academic planning had to be based on a solid budget, with a real business model. Such a requirement was essential if expansion efforts were to serve as real enhancements, and not distractions from essential current activities.

Sen. Sherwin asked if the report would be available to the outside press. Would there be anything in the report that would cast a shadow on Columbia?

Sen. O'Halloran said the report was written for public consumption. But she asked senators to alert her to any points that might reflect negatively on Columbia. She said some of the committee reports, while not necessarily critical, did suggest areas for improvement. She thought such recommendations should be embraced and understood as ways to help the university advance.

Sen. Silverstein said there were issues raised in the committees' white papers—admirably abbreviated in Sen. O'Halloran's summaries—that would be usefully shared with the provost, the Trustees, perhaps other internal groups, but not with the public. He suggested making these sections riders to the report, which should remain within the confines of the university because they speak of things the university could do better.

Sen. O'Halloran said the report began with a 10-page summary outlining the basic recommendations. Then she had provided a synopsis of each of the reports provided to the task force. Committees had contributed white papers, some of them very long, which would not be

circulated in the report. Still, she said, the work the committees did was important and should not be pushed to the background. She would make sure the affinity groups and the provost would see the committee contributions in their entirety.

Sen. O'Halloran asked particularly for comments on the report's proposed governance structure for future academic and physical planning.

New business.

Resolution Concerning Summer Powers. Sen. O'Halloran asked the secretary to read the resolution, which authorizes the Executive Committee to act in the name of the Senate on any urgent business that might arise during the summer, and to report those actions to the full Senate at the first meeting in the fall.

Sen. Savin noted that the Executive Committee does not include librarians, administrative staff, alumni or research officers. He asked the Executive Committee to notify these constituencies of any issues arising during the summer that might affect them.

Sen. O'Halloran said she would take this request under advisement, and act accordingly. With that assurance, she asked to move on to any other discussion of this issue.

In response to a request from Sen. Consuelo Mora-McLaughlin (Admin. Staff, CUMC), Sen. O'Halloran restated her intention to notify the constituencies not represented on the Executive Committee of issues affecting them.

In response to a question from Sen. Rajat Roy (Stu., SEAS), Sen. O'Halloran said the resolution would take effect only after the present meeting was adjourned.

The Senate approved the resolution by voice vote, without dissent, but with two abstentions.

Resolution on Final Examinations in the Fall Semester (Education, Student Affairs). Sen. O'Halloran thanked senators who collaborated on this issue, particularly the Student Affairs Committee and Education Committee co-chair James Applegate. She also thanked Sen. Michele Moody-Adams, dean of Columbia College, and representatives of the undergraduate student councils for their participation.

Sen. Tao Tan (Stu., Bus.), incoming chair of Student Affairs, stated the priorities that guided the decision to present the resolution. First, the first petition that reached the Student Affairs Committee in January said that either the university should change its calendar or it should make accommodation for students who have to travel long distances at the end of the semester. He said the resolution before the Senate accomplished that end. It provides for students who need to travel long distances to take their exams earlier. The arrangement would expand on existing policies at Columbia's undergraduate schools that allow students with three exams scheduled on a single day to reschedule one of them. The resolution would extend that policy to include December 23, and also apply to all schools across the university. The Student Affairs

Committee believed this arrangement was acceptable to faculty and the administration, and was a win for students, without any major changes to the calendar. He said it was also a first step in addressing a broad range of student concerns.

For help in reaching the present compromise, Sen. Tan particularly thanked Sen. Applegate, Sen. Alex Frouman (Stu., CC) for his tireless research on implications and permutations of the academic calendar, and Sen. Silverstein, who thought up the idea of the compromise in the Education Committee a few weeks earlier.

He urged senators to vote for the resolution, which he said would address the problem in time for the final exams of fall 2010, without the need for a formal calendar change.

The resolution was moved and seconded. The chair invited discussion.

Sen. Edward Mendelson (Ten., A&S/Hum.) called the question.

Sen. O'Halloran declared the question called and called for the vote. The Senate approved the resolution without dissent or abstentions.

Sen. O'Halloran wished senators a lovely summer, and said summer powers would begin as soon as she clicked the gavel, which she did shortly before 2:30 p.m.

Respectfully submitted,

Tom Mathewson, Senate staff